



CITY OF MANISTEE STRATEGIC PLAN

2016 THROUGH 2018-2019



We hope that all community interests will review this updated Strategic Plan, offer your suggestions and ideas on how our community can be improved, and unify with us in fulfilling the vision of making Manistee the City that is a safe and positive community to live, work, and play.

Sincerely,

The City of Manistee City Council

Colleen Kenny, Mayor Colleen Kenny

Eric Gustad, Mayor Pro-Tem Eric Gustad

Lynda Beaton, Councilmember Lynda Beaton

Chip Goodspeed, Councilmember Chip Goodspeed

James Smith, Councilmember James Smith

Mark Wittlieff, Councilmember Mark Wittlieff

Roger Zielinski, Councilmember Roger Zielinski

Our Vision

Our vision reflects how we want the City to be recognized by its residents, businesses and visitors:

"Manistee is a safe and positive community to live, work, and play."

Our Mission

Our Strategic Mission defines what we must do to achieve our vision.

"To continue to encourage a rich heritage of successes in industry and business while continuing to enhance our vibrant residential character."

Our Purpose

The purpose of City Council reflects how we will lead to attain the vision and strategic mission:

"To protect the health, safety, and welfare of citizens in order that all may prosper, enjoy, and partake in a vibrant waterfront community that many will be proud to call home."

Our Values

A set of values guide decisions involving governance of the City:

- Fairness
- Integrity, honesty and the highest ethical standards
- Commitment to the community
- Tolerance
- Accessibility and Approachability
- Respect

- Listening
- Responsiveness
- Leadership
- Trust
- Responsibility
- Universal Access for People of all Abilities

Who We Serve and Impact

City Council and City government serve and impact a diverse group of individuals, groups, governments and organizations, including:

- City residents
- Youth
- Civic organizations
- City government
- Police, Fire and Rescue
- Businesses and Industry
- The Alliance for Economic Success
- Manufacturer's Council
- The Little River Band of Ottawa Indians
- The Manistee Downtown Development Authority
- Township, State and Federal Governments
- Neighboring Communities
- West Shore Medical Center
- County Residents
- Tourists
- Individuals
- Businesses
- Seasonal Residents
- Schools
- West Shore Community
- Nonprofit organizations
- Individuals, businesses and groups considering the City of Manistee as a place to live, work, or simply enjoy

Accomplishments

While a complete listing of the numerous strategic goals achieved and/or incorporated as ongoing functions of City Government may be found in the yearly "City of Manistee Highlights" booklet that is available, examples of work done to

implement the Strategic Plan include the following:

- SG#2 In the 2015-16 budget a two-year Transportation Improvement Plan (TIP) was created and implementation began.
- SG#4 Rescinded the Ramsdell Theatre Governing ordinance in order to allow the Ramsdell to investigate alternative business models and marketing strategies to better meet the needs of the community and to users/patrons of the Ramsdell Theatre.
- SG#5 Participated in regular meetings between the LRBOI, County and Manistee Township for better communication between the entities.
- SG#1,2 Staff finalized the Redevelopment Ready Communities (RRC) application and have begun working through the program in order to achieve certification.
- SG#2 County Planning Department is completing the City Master Plan.
- SG#4 Continued quarterly financial and investments updates to City Council.
- SG#5 Undertook a number of technology upgrades including updating the City's web site.

Issues and Opportunities

In updating their Strategic Plan, Council devoted time to identifying issues and opportunities that should be addressed in the Strategic Plan, including:

Issues

- Maintaining and improving the sewer system
- Not only the repair and constant maintenance of streets but also the gap differential between State and local funding to "keep pace" with repair and funding of improvements.
- The City owned assets of the Ramsdell Theater and City Marina to become more operationally self-funded.
- Lack of a maintenance plan for assets such as the Ramsdell Theatre and the City Marina.
- Evaluation of assets, like the Ramsdell Theatre and the City Marina, to determine if they truly provide value to the citizens of the City of Manistee
- How to attract people to the City of Manistee to utilize assets
- Understanding the trends in marina use so that decisions may be made to ensure an increasing utilization of the facility

- Continued use and maintenance of property that the City does not own
- Maxed out millage rate leaving the community no room for additional funding for necessary needs
- Evaluation of and/or evolution of the City's Manistee Downtown Development Authority full-time Director position.
- Lack of succession planning for key departments personnel leaving the City administrative functions vulnerable to the loss of well trained employees.
- Need to assess health care costs and retirement plans to determine if they are viable, sustainable, and meeting the needs of the employees.
- Deer management process needs evaluation
- Filing the industrial park
- Understanding the issues and problems facing Century Terrace specifically as it relates to the affect the issues and problems have on the senior citizens who live there
- Possibly need a new fire truck

Opportunities:

- Taking advantage of the Redevelopment Ready Communities designation
- Adaptive re-use of the Armory building
- Benzie County and Manistee County collaboration
- Implementation of the Manistee County manufacturing strategy
- Follow up/Implementation of the Ramsdell Study
- Re-marketing of the industrial park properties
- Utilizing the Riverwalk as an economic development catalyst
- Changes in the way public safety services are delivered
- To restructure the layout of the budget in a manner that is easier to understand
- Taking the time to learn about leading practices of other communities
- Possibly sharing services and strategically partnering in order to get things done

Three Year Strategic Goals

City Council has six areas of focus for their strategic goals:

1. Economic Development and Jobs
2. City Infrastructure
3. Beaches, Parks and Recreational Areas
4. Financial Stability and Continuous Improvement
5. Intergovernmental Relationships
6. Housing, Homelessness & Senior Citizens

Council uses the following criteria to identify where strategic goals should be modified:

- Are the strategic goals accomplished or still relevant and reflective of strategic priorities?
- Are the strategic goals reflective of true strategic goals or more tactical, day-to-day functions?
- Do the strategic goals reflect evolving needs and priorities of the community?

Following are Council's Strategic goals for this Strategic Plan update.

1. Economic Development and Jobs

GOAL 1.1: MANISTEE COUNTY ECONOMIC DEVELOPMENT STRATEGY

To provide leadership for completing a comprehensive Manistee County Economic Development Strategy, coordinated by the Alliance for Economic Success (AES), that identifies and recognizes the roles and relationships of all entities involved with retaining, expanding and attracting businesses and jobs, including marketing, promotion, and maintaining updated resources for businesses and developers.

STRATEGIES

- 1.1.1 COUNTY STRATEGIC PLAN: Work with the Manistee County Board of Commissioners to integrate the goal of developing a comprehensive Manistee County Economic Development Strategy into their strategic plan.

GOAL 1.2 INDUSTRIAL PARK

To achieve 100 percent occupancy in the industrial park and other industrial properties.

STRATEGIES

- 1.2.1 SET: Support the Stronger Economies Together (SET) process, utilizing the recommendations that are derived from this data driven planning process.
- 1.2.2 MANUFACTURING STRATEGY: Support the Manufacturing Strategy with time, effort and financial support in implementing the recommendations that are developed.
- 1.2.3 ENTER/EXIT SURVEY FOR PERMIT APPLICANTS: Develop an enter/exit survey for all applicants applying for permits from the City to determine areas of excellence and weaknesses to the development review/approval process.
- 1.2.4 "PACKAGING" THE INDUSTRIAL PARK: Work to properly "package" the industrial park in order to attract a targeted audience.
- 1.2.5 SURVEY EXISTING INDUSTRIAL PARK OCCUPANTS: In an effort to retain and help grow existing industrial park businesses, facilitate a discussion with the existing tenants to ask what the City could do, within their limits, to help them be successful.

GOAL 1.3 TRANSPORTATION OF GOODS

To collaborate with the AES and others to ensure that the Manistee harbor, port, channel, rail, and related infrastructure are maintained and developed to enable full and safe commercial navigation and land transportation of goods in order to support the retention, expansion and attraction of industry, business and jobs to the city, county and region.

STRATEGIES

- 1.3.1. PORT STRATEGY: Work cooperatively with the AES, and other municipalities around Manistee Lake, to develop a Port Strategy which would map out deep water port assets, including industrial zoned property and assess options for managing these assets and ensuring their accessibility, including researching the creation of the Port Authority.
- 1.3.3 RAIL RELOCATION: Revisit the idea of relocating the rail system.
- 1.3.4 RAIL INFRASTRUCTURE NEEDS: Assess the infrastructure need and demands of rail infrastructure in order to understand how to maintain a functioning rail system.

GOAL 1.4 LINKING TRAINING AND JOBS

To engage the AES and the Chamber of Commerce to continue to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs.

GOAL 1.5 DOWNTOWN REVITALIZATION

To focus on the revitalization of downtown, partnering with the Main Street/ Downtown Development Authority, the Chamber, and the Alliance for Economic Success to achieve an energized, thriving downtown and community.

STRATEGIES

- 1.5.1 SUPPORT OF PLANS/IDEAS: Support plans and new ideas to deliver small businesses services and bring people to Manistee's downtown.
- 1.5.2 SUPPORT OF COLLABORATION: Support the coordination of all parties involved in economic development to achieve successes; especially the regulatory entities (Historic District Board, Planning Commission).
- 1.5.3 SUPPORT THE TIF RENEWAL: Support the Tax Increment Financing, or TIF, renewal by working with the DDA to achieve an integrated approach to collectively achieve revitalization.
- 1.5.4 DDA MODEL: Investigate whether the City's Downtown Development Authority has the correct organizational model for success (participation in the Michigan Main Street Program).

GOAL 1.6 REDEVELOPMENT READY

Support the implementation and participation in the Michigan Economic Development Corporation (MEDC) Redevelopment Ready Communities

program.

STRATEGIES

- 1.6.1 COMPLETION: Completion of the Redevelopment Ready Communities process to occur in fall 2016.

City Infrastructure and Facilities

GOAL 2.1 CITY OWNED ASSETS

To evaluate, develop, and oversee an asset management plan for restoration, preservation and maintenance of City owned assets.

STRATEGIES

- 2.1.1 BUILDING ASSET MANAGEMENT PLAN: Complete a Building Asset Management Plan schedule.

GOAL 2.2 RAMSDELL THEATRE

Ensure the long term operation and sustainability of the Ramsdell Theatre.

STRATEGIES

- 2.2.1 MANAGEMENT: Develop a sustainable model for management of the Ramsdell Theatre.
- 2.2.2 SELF SUFFICIENCY: Evaluate how the City can assist the Theatre in becoming a financially self sufficient entity.

GOAL 2.3 INFRASTRUCTURE DEVELOPMENT/PROPERTY ACQUISITION

To explore and develop public/private partnerships to provide and develop infrastructure and acquire property at target areas within the City limits to facilitate and promote redevelopment and economic activity.

GOAL 2.4 TECHNOLOGY

To continue to identify, invest and use appropriate technology city-wide to improve the efficiency, effectiveness and competitiveness of City operations and services.

STRATEGIES

- 2.4.1 GIS: Continue implementation and enhancement of the City GIS system while maintaining a partnership with Manistee County GIS.
- 2.4.2 WEBSITE: Continue to enhance the website through continuous evaluation while also using the website and other social media to increase communications with residents and visitors.
- 2.4.3 ELECTRONIC PAYMENTS: Investigate the incorporation of electronic payments for services where appropriate.

GOAL 2.5 ENERGY EFFICIENCIES

To encourage and support the use of energy efficient technologies and construction methods in order to promote conservation and sustainability by example and consider "green" in any decision process.

STRATEGIES

- 2.5.1 OPPORTUNITY EVALUATION: Continue to evaluate and implement energy efficiencies in order to achieve cost savings at City facilities.
- 2.5.2 ENERGY EFFICIENCY PLAN EVALUTION: Re-evaluate the City Energy Efficiency Plan to understand what has been accomplished, how effective it has been, and opportunities to do better.

GOAL 2.6 STREETS

To have quality streets that are well maintained by a sustainable funding source.

STRATEGIES

- 2.6.1 FUNDING: Develop a long term funding mechanism for the maintenance of streets that not only keeps pace with street upgrades but also identifies incremental steps towards achieving long term goals.
- 2.6.2 EVALUATION: Update the Pavement Surface Evaluation and Rating (PASER) study.
- 2.6.3 MAINTENANCE/REPAIR/UPGRADE: Develop a street maintenance, repair, and upgrade schedule that not only keeps pace with street upgrades but also identifies incremental steps towards achieving long term goals.

GOAL 2.7 SAFETY AT PUBLIC FACILITIES

Ensure that our public buildings are secure and safe.

STRATEGIES

- 2.7.1 PROTOCOLS: Evaluate the current safety protocols.
- 2.7.2 POLICIES/PROCEDURES: Assess City safety policies and procedures.
- 2.7.3 LEADING PRACTICES: Assess techniques and leading practice in safety measures for public facilities.

City Beaches, Parks and Recreation Areas

GOAL 3.1 CLEANLINESS

To have the cleanest Lake Michigan public beaches and parks in Michigan with universal access to all people of all abilities. STRATEGIES

- 3.1.1 FIFTH AVENUE BEACH MAINTENANCE: Focus maintenance efforts for the improvements made to Fifth Avenue Beach before expanding improvements and adding additional responsibilities suggested under the Beach Conceptual Plan.
- 3.1.2 PARKS MAINTENANCE MANAGEMENT PLAN: Develop a Parks Maintenance Management Plan which prioritizes parks and boat launches based on usage and seasonality, including a cost analysis for maintenance options in-house vs. out sourced.
- 3.1.3 ENFORCEMENT/SAFETY: Maintain signage and foot patrols to ensure compliance and enforcement with laws and ordinances governing City beaches and provide necessary safety devices on both Lake Michigan beaches which may include the use of cameras.
- 3.1.4 PICNIC/CABANA FACILITIES: To identify and seek funding for picnic/cabana facilities at the Fifth Avenue Beach, similar to those at the First Street Beach.
- 3.1.5 TENNIS COURTS: Explore opportunities to upgrade the tennis courts at Sands Park.
- 3.1.6 FOOD SERVICE CONTRACTOR: Find a reliable vendor for food services at both 1st Street and 5th Avenue beaches.
- 3.1.7 MAINTENANCE CONTRACTOR: If financially practical find a reliable contractor for maintenance of City owned facilities.

Goal 3.2 BOATING FACILITIES

To have the best boating facilities on Lake Michigan's shoreline.

STRATEGIES

- 3.2.1 BOAT LAUNCHES: Develop a maintenance plan for ensuring that the boat launches are maintained.
- 3.2.2 EXPLORE THE SHORES: Work cooperatively with the Explore the Shores county-wide initiative.
- 3.2.3 PAY TO BOAT: Evaluate our pay to programs in order to understand how to make them more effective.

Goal 3.3 PARK FACILITIES

To have the best facilities at our parks.

STRATEGIES

- 3.3.1 BUDGETED PRIORITIZATION: Develop and implement a Parks Asset Management Plan, as well as utilizing the City Capital Improvement Plan, to prioritize needs and recommendations for the annual budget for upgrades for parks.

GOAL 3.4 RECREATION AMENITIES

To explore public/private partnerships to establish amenities and attractions that enhance recreational opportunities on beaches, parks, and recreation areas.

STRATEGIES

- 3.4.1 PARTNERSHIPS: Identify and prioritize opportunities for public and private partnerships in the conceptual plan for the City's Lake Michigan beaches, including the Adopt-A-Park concept being developed by the City's Parks Commission.

GOAL 3.5 CITY RECREATION PLAN

Support the implementation of the City Recreation Plan.

Financial Stability and Continuous Improvement

GOAL 4.1 FINANCIAL STABILITY

Continue to seek ways to achieve long term financial stability.

STRATEGIES

- 4.1.1 FORECASTING: Request that each City department forecast financial needs to develop a conceptual 3 year outgoing budget to aide in the forecasting our future financial outlook.

GOAL 4.2 SERVICE EFFICACY

To have an ongoing process to assess and ensure the efficiency and effectiveness of City services, programs and operations, including review of best practices from other communities and the assessment and expansion, if needed, of the City's "Economic Vitality Improvement Program (EVIP) dashboard" as a tool for measuring meaningful progress.

Intergovernmental Relationships

GOAL 5.1 COLLABORATION

To collaborate with other units of government in order to seek commonalities and ways to solve problems by working together.

STRATEGIES

- 5.1.1 INTERGOVERNMENTAL RELATIONSHIPS: Explore and carry out collaborative meetings with our neighboring counties and cities in order to build relationships.
- 5.1.2 SERVICE SHARING: Continue to explore intergovernmental service sharing opportunities.
- 5.1.3 COUNTY WIDE DISCUSSIONS: Ask AES to facilitate a community wide discussion about common community goals and to seek ways to achieve successes.
- 5.1.4 REACHING OUT: City Council members will engage in a grass roots effort to reach out to form relationships with members of other communities.

Housing, Homelessness and Senior Citizens

GOAL 6.1 HOUSING

To have a wide variety of housing choices for all members of our community located in quality neighborhoods.

STRATEGIES

- 6.1.1 MANISTEE HOUSING COMMISSION: To work cooperatively with the Manistee Housing Commission supporting their efforts to address low to moderate housing needs, homelessness as well as other projects to assist them in providing needed services for City and area residents.
- 6.1.2 HOUSING STRATEGY: Support the development of a data driven housing strategy for both Manistee County and the City of Manistee.
- 6.1.3 Continue to support County wide efforts to address homelessness.

GOAL 6.2 BLIGHT

Reduce blight so that our community is the type of place people want to live, work, or play.

STRATEGIES

- 6.2.1 ORDINANCE ENFORCEMENT: Work cooperatively with the City police, Blight Officer, City Attorney and other code enforcement departments to proactively address blighted properties with the intent on bringing each property into compliance with ordinance and neighborhood standards.

***For More Information about the City of Manistee, go to
www.manisteemi.gov***

The update of the Strategic Plan was facilitated with the assistance of the Alliance for Economic Success, a 501 (c) (3) organization that has the primary role for economic development of Manistee County.

